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WESTERN EUROPE (WE) AREA DIVISION NOTES

Organizational Structure

1. The Chief of Requirements Staff for the division acts as Chief of Reports and as such exercises staff supervision over the Reports Officers which are assigned to the various branches. As Chief of Reports he performs the following duties:

- a. Acts as principal advisor to the Division Chief and SO Deputy on all reports matters.
- b. Furnishes technical guidance to Reports Officers.
- c. Maintains necessary liaison with Branch Chiefs to coordinate reports matters and to stimulate interest in reporting.
- d. Conducts training for Reports personnel.
- e. Reviews and approves all written papers concerning reports which are disseminated.
- f. Consolidates reports statistics received from Branches for submission to RC.

2. The Reports Officers located in the Branches are under the direct administrative supervision of the Branch Chiefs. In the larger branches Reports Officers are used exclusively for positive reports while in the smaller ones they process both positive and CE reports. The Senior Reports Officers in each branch perform only reports functions. However, the other Reports Officers may be used for some operational duties. In the [REDACTED] Branch Reports Officers perform both operational and reports duties on a full time basis. Typists assigned to the branches, as a general rule, perform both operational and reports work.

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3. The Division Chief, SO Deputy, Division Chief of Reports, Branch Chiefs and all Reports Officers strongly feel that the processing of reports is a branch responsibility and that Reports personnel should therefore be assigned to the branches. It was indicated that Reports Officers must have an operational "flavor" and should be familiar to the greatest extent possible with operations in order to properly process reports.

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Personnel

1. The present T/O does not accurately reflect existing organizational structure or personnel assignments. Because of this and the fact that Reports personnel, especially clerical, in most of the branches perform both reports and operational duties, it was most difficult to determine not only the present status of Reports personnel but also projected requirements. For example, a [redacted] Branch is shown on the present machine run. However, this branch is now operating as two separate branches, namely, the [redacted] Branch and the [redacted] Branch. Two Reports positions assigned to the [redacted] Branch are presently being used for operational duties. Also a GS-4 Typist in this branch is being used as a Reports Officer. A new T/O is badly needed for this division.

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2. In analysing the duties being performed by Reports Officers it was found that in many instances they were devoting from 10 per cent to 25 per cent of their time to clerical duties such as logging, carding, etc. At the time of this survey the [redacted] Branch was the only branch in the division with a sizeable back-log of reports to be processed. This back-log consisted of approximately 400 reports. Approximately 250 of these reports had been initially screened and a determination made that they would not be disseminated. In this connection it was pointed out that the present statistics being furnished RC primarily emphasize volume instead of work measurement data. It was suggested that the statistical reporting structure be revised to reflect more realistic workload data. It was noted during the survey that there was one Reports Officer vacancy in the [redacted] [redacted] However, it was in the process of being filled.

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3. Based on an analysis of the present utilization of Reports personnel, workload and existing back-logs, it is believed that if the Reports Officer positions presently authorized are filled and utilized exclusively for reports work, only two additional Reports Officer positions (for the [redacted] Branch) would be required. In addition, three clerical positions are urgently needed for this Division. Two of these positions should be assigned to the [redacted] Branch and one to the [redacted] Branch or the Reports and Requirements Staff.

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1. The Division mail room maintains logs for cables, top secret documents and "Non-WE documents". All WE pouches, after being checked, are forwarded by the Division mail room to the [redacted] concerned for logging and processing. Abstract file slips are used in the Division mail room for top secret documents and "Non-WE documents".

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2. The procedure for logging reports varies among the Branches. However, in most Branches, log sheets of various types and designs were being used instead of the abstract file slips. In this connection it was the consensus of the Reports personnel that the abstract file slips are not suitable for logging reports. It was also stated that it would be most helpful if a standardized log sheet could be designed for use by all Reports personnel.

3. At the present time the green summary copy for each cable is being pulled in the Division mail room prior to the completion of the logging process and immediately sent to the secretary to the Division Chief. After the Division Chief sees the summary copy of the cable a staff individual delivers it to the Chief of Reports or Branch concerned in order to inform the individual concerned that a cable has been received. At this point the individual receiving the cable starts the "grapevine" working to inform all persons concerned in the Branches or other Divisions that they may expect a cable for action or informational purposes in due time. After completion of the logging by the Division mail room the copy is then forwarded to the secretary to the Division Chief who makes appropriate distribution of a limited number of copies. It is believed that a more efficient and effective system for distributing cables could and should be devised.

4. Reproduced reports from RC for the Branches (marked by RC for the Branch concerned) are forwarded in bundles through the Division mail room to the Chief Reports Officer for distribution to the Branches. This means that they must again be routed back through the mail room to the Branch concerned. It is believed that the Division mail room should separate the reports and make direct distribution to the Branches based on the routing furnished by RC.

General Notes Including Comments Received

1. Additional personnel should be authorized for RI to be used as "beavers" to analyze documents in the RI file and expeditiously furnish a resume of the information in the file to the Divisions requesting the RI check. This would be especially helpful in connection with making CE checks. Personnel in the Division are now being utilized to make these checks due to the shortage of personnel in RI.

2. An excessive amount of time is required by other Divisions to process reports forwarded for action and for routing papers between Divisions. The Chief of Reports is currently checking on this in view of reducing the processing time, especially within RI, to an absolute minimum.

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3. A mechanism should be provided to insure that the "nuggets" of positive intelligence which are sometimes contained in operational dispatches and cables are first recognized as such and secondly, that the positive intelligence is turned over to the appropriate Reports Officer for processing.

4. Operations personnel, and especially Branch Chiefs, should be more reports conscious. Also Operations Officers should receive more reports training especially practical training in the actual preparation of reports.

5. A Senior Reports Officer should be provided for each of the larger field stations to insure that reports are grammatically correct, intelligently stated, correctly evaluated and, when possible, translated. In this connection, it was pointed out that frequently it is necessary to query field stations to determine what is actually meant by the wording of cables and dispatches. In addition to the reports duties, this individual could also perform requirements functions. The Senior Reports Officers in the field should be ordered to Washington periodically for conferences regarding reports procedures and techniques. The addition of this personnel in the field would not only expedite reporting and improve the quality of the reports but would also greatly assist in detecting "paper mills" and "fabrications".

6. Reports Officers feel that they are "passed over" when promotions are made.

7. Only high school and/or business college graduates should be hired to fill typist positions.

8. Reports personnel should be properly classified in order to provide needed incentive and promotional opportunities and to encourage proper utilization of skills.

9. Difficulties are being encountered in connection with the processing and sanitizing of [REDACTED] and other reports for liaison distribution.

10. Delays have been encountered in the processing of reports by the [REDACTED] Branch. This has been due to a great extent to personnel problems, especially the lack of professional personnel. It is believed that the organizational structure, functions and procedures of this Branch should be examined.

11. When Reports Officers are employed they should be told that they will be working on reports and not led to believe that they will be Operations Officers with all the glory, etc.

12. It was indicated by the personnel of this Division that the processing of the RPT reports from [REDACTED] represents a waste

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of time and effort since identical information is received through OSC sources. During the past six months approximately 1000 of these reports were received requiring complete processing, however, only a very few were disseminated. It was stated that if these reports, which are alleged to constitute a "paper mill operation" and/or "fabrication", continue to be received, additional Reports personnel will be required. It was also stated that this matter has been or is being considered by appropriate authorities.

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13. Some difficulties are being encountered in connection with translations. It was stated that if [] is given thorough instructions as to the specific information needed in connection with a translation, the "end product" is very satisfactory.

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